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Minutes of Meeting of the Board of Advisors of  
the Center for the Study of Intelligence

1. The Board of Advisors for the Center for the Study of Intelligence met for the second time on 20 November 1975 at 2:30 p.m. in the DDJ Conference Room. Those present were:

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John McMahon - DDA (Chairman)

[REDACTED] O/DCI

- DDO

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William Wells - DDO

William Parmenter - DDI

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[REDACTED] - DDS&T

Alfonso Rodriguez - OTR

[REDACTED] Director of Studies, Center for the Study of Intelligence

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- Center for the Study of Intelligence

2. [REDACTED] reported that the Center for the Study of Intelligence is now organized, with ten talented research fellows on board and five research studies in progress. He gave a written summary of these studies to the Board members and commented on each one. He reported that the organization of the discussion groups continues to require much work. A third seminar on intelligence analysis is scheduled for

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December, as well as a seminar on the national-tactical issue; the Defense Intelligence School has been invited to participate in the latter seminar. A series of seminars on inter-disciplinary analysis is proposed to begin in January on an experimental basis. The Center will set up the content and provide continuity and staffing. Herb

25X1A [ ] suggested that some DDS&T disciplines be in- 25X1A  
cluded and urged that organizational aspects be considered  
25X1A on an equal basis with substantive issues. [ ] hopes  
that [ ] Africa Division,  
will be assigned to the Center in the next couple of weeks  
to work on the seminar-discussion program, especially the  
development of the larger affairs with outsiders to be  
25X1A invited.

3. [ ] expressed concern that the DDS&T  
has not contributed to the staff of the Center and he was  
asked to suggest people who might be detailed there. DDS&T  
personnel have participated in some of the seminars.

4. Mr. McMahon stated that he thought the Center has 25X1A  
matured rapidly and that everyone involved deserves high  
marks. He feels the proof of the pudding will be in the  
final output of the studies. [ ] said the Center has  
given every Fellow a broadening experience professionally  
and that part of the Center's success is due to the fact

25X1A that it is not part of a line organization; therefore its products will not reflect the pressures of a line organization. [ ] suggested that the Center be used to address important and critical issues calmly and not in a firefighting way.

25X1A 5. The question of whether the Center will run into any trouble in the near future when Mr. Colby leaves was raised. [ ] commented that there is an investment in the Center now in terms of salaries and space of at least a quarter million dollars.

25X1A 6. Proposals for future research studies in the Center were discussed, and a paper listing suggestions was provided by [ ] He feels the key to success for projects in the next year is to select topics which are relevant to a particular Office or Directorate and for which the Office or Directorate would be willing to make Fellows available. Due to the completion of some projects, the Center expects to have space available for other studies beginning in March or April 1976. Mr. McMahon or Mr. Rodriguez will send a covering memorandum with the list of proposed studies to the Career Service staffs to aid in the solicitation of Fellows. It was suggested that the proposed studies be advertised more widely so that everyone who might be

interested will have an opportunity to hear about them.

It was generally agreed that with the exception of "f" 25X1A  
below, it would be appropriate for the Center to undertake  
any of the studies suggested by [ ] in his paper.  
Topics specifically discussed by the Board and the com-  
ments on them were:

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a. "What is a realistic estimative mission  
for the Agency and what resources should be addressed  
to it?" [ ] noted that this would be a follow-  
on to the Intelligence Support Study and it was  
generally agreed that it would be appropriate to  
begin organizing such a study.

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b. "How much secrecy does the CIA  
really need?" [ ] noted that as we get  
away from the investigative period, the Agency  
is much more open than in the past. Perhaps  
we should take a hard look at what must be  
kept secret to aid us in dealing with future  
pressures for more openness.

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c. "Curriculum for a course on intelligence  
to be taught at the university level." [ ]  
noted that many Agency officers are interested  
in doing this, and [ ] a fellow at the  
Center, has developed an outline of such a

curriculum. The Board felt that consideration should be given to the mechanism by which the course would be made available to universities; two possibilities are through the Library of Congress and at the request of the universities. It was suggested that the course could be a part of regular university political science or communications courses.

d. "What is the validity of the criticism that DDO concern with the development and handling of agents prevents it from paying sufficient attention to the content and quality of the intelligence it gathers?" Mr. McMahon suggested that the question be rephrased in the context of substantive issues so that the DDO would not be on the defensive.

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[ ] mentioned the difficulty of getting into Clandestine Service topics in a meaningful way because of the problem of secrecy in the Service and the desire not to talk about it outside the Service. He requested support from the Board in this regard.

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e. Mr. Wells suggested the problem of covert action (CA) as a topic for a research study or for a seminar, and there was a great deal of discussion by the Board. [ ] suggested that the CA

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functions might be included in a topic which he had proposed: "What, if any, are the lessons for the Agency in terms of intelligence processes and functions of our experience in Vietnam?"

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[ ] agreed to work toward a seminar format, possibly involving outsiders, dealing with the CA issue.

f. "What is a realistic mission for the CIA in the provision of intelligence support to Congress and how should it be organized?" This topic was previously turned down by the DCI because of the timing. Mr. McMahon said that in a recent task force meeting with [ ] it came up again and was turned down. The Board was generally negative on this proposal, especially any aspects of it that dealt with Congressional control of the Agency.

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7. The meeting was adjourned at 4:15 p.m.

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[ ]  
Alfonso Rodríguez  
Executive Secretary